

Comprehensive and Strategic Plans for Public Transportation: **Proposed Document Structure and Table of Contents**

The Comprehensive Plan for Public Transportation (Comprehensive Plan) and the Strategic Plan for Public Transportation (Strategic Plan) are separate documents legally, but they each contain information that is related to the other. The Comprehensive Plan includes long-range goals and objectives, and broad policies governing development and provision of King County Metro Transit services. The Strategic Plan includes strategies to develop public transportation further over a ten-year timeframe.

Metro Transit proposes to combine these documents into a single volume when they are updated in 2008. Combining the two documents will allow users to find the information they need in a single place, while better showing the relationship between goals, objectives, policies and strategies. This document describes how and why Metro proposes to change the ordering of information, and includes a first draft table of contents for discussion purposes.

Objectives for improving the structure of planning documents

- **Make the comprehensive plan more accessible.** The comprehensive plan contains foundational policies that are not easily found and not often referred to. By publishing policies along with the strategic plan, they will be more accessible, and it will be clearer how they set the context for strategies included in the strategic plan.
- **Improve the strategic planning framework.** The comprehensive plan includes Metro's long-range goals and objectives, which guide the strategic planning process. Policies in the comprehensive plan provide guidance and context to the actions proposed in the strategic plan. We hope to make it clearer to users that our strategies and policies are both driven by a clearly-stated set of measurable objectives. (*NOTE: A separate paper will address proposed changes to the strategic framework.*)
- **Sharpen the distinction between policies and strategies.** Over the past twelve years, many policy changes have been introduced as strategies in six year plans in order to avoid the need to amend the comprehensive plan. We propose to designate some of those strategies as policies, especially those that describe financial practices or that direct us to monitor and manage the public transportation system.
- **Make strategies action oriented, and show why they promote objectives.** Many of the service and capital strategies discuss types of service or facilities, without describing why and how they should be used to advance Metro's objectives.
- **Improve the relevance and use of planning data.** We hope to show how the strategies in the plan respond to or address likely changes in transit demand and operating environment.
- **Describe the total system that will result from incremental changes.** While the strategic plan should continue to focus on actions to improve public transportation over a ten year period, readers will also look to the strategic plan for summary information about the total program that will result from ten years of incremental improvements.

Proposed changes to the document structure

- **Organize the document to show policies and strategies that advance each goal.** Current strategies and policies have been formulated to advance Metro Transit goals and objectives, but the current organization of the strategic plan does not show the relationship between goals, objectives, policies and strategies explicitly. We propose to reorganize the document so that each section includes the policies and strategies that advance the adopted goals and objectives. *NOTE: The goals shown below as chapter headings are revised from currently adopted goals. Please see discussion of proposed changes to goals and objectives in a separate paper on “Proposed Changes to the Strategic Framework.”*
- **Integrate the Comprehensive Plan into the document.** Goals and objectives from the comprehensive plan will be included in the Strategic Framework section. Policies from the comprehensive plan will be included in the sections where they are relevant. The collection of goals, objectives and policies that comprises the comprehensive plan legally will be included as an appendix to the document.
- **Add a new Program Summary section.** This will allow the reader to understand how the incremental changes proposed in the strategic plan will affect the total system and its resource requirements.

Proposed “housekeeping” changes

- **Change strategy wording as needed to be a strategy rather than a statement.** Strategies should explain what will be done, and how the action advances plan objectives.
- **Remove references to exhibits from strategy language wherever possible.** Amendments to strategies should not be required if exhibit numbers change, or if information is updated about how the strategy is being applied.

Proposed Table of Contents, with annotations

A proposed table of contents is included below. The policies and strategies shown are drawn from the current comprehensive and strategic plans, and rearranged to fit into a new document structure. Note that these policies and strategies may be changed or added to during the process of updating the comprehensive and strategic plans during 2008.

1 Executive Summary

Purpose and Scope of this Document

Trends and Changes in the Transit Environment

Strategic Framework

Summary of Comprehensive Plan Policies

Summary of Strategic Plan Strategies

Summary of the Public Transportation Program – 2007-2016

The executive summary will provide a summary of all the policies and strategies included in the document.

2 Comprehensive Plan for Public Transportation

Section 2.1: Goals and Objectives

Goals and objectives from the comprehensive plan will be here, with discussion of how they relate to policies and strategies included elsewhere in the document.

Goals

Objectives and Measures of Achievement

Relationship of Goals and Objectives to KingStat Performance Monitoring

Relationship of Goals and Objectives to Policies and Strategies in this Plan

Section 2.2: Long Range Policies

Policies from the Comprehensive Plan would be included here. Text would be added to this section as needed to provide context and readability, consistent with the King County comprehensive plan.

Existing policies from the comprehensive plan would be renumbered and grouped to correspond with goals. (*See the separate paper on strategic framework, which proposes changes to goals.*)

2.2.1 Expand Mobility and Access

- Policy 3.2.1: Service Concept
- Policy 3.2.2: Mobility
- Policy 3.2.4: System Integration and Access
- Policy 3.2.6: Services and Facility Development and Implementation Guidelines

2.2.2 Promote Healthy Communities

- Policy 3.1.1: Growth Management
- Policy 3.1.2: Transportation Demand Management
- Policy 3.1.3: Commute Trip Reduction
- Policy 3.1.5: Transit Oriented Development
- Policy 3.2.5: Environmental Protection

2.2.3 Be A Good Steward of Public Resources

- Policy 3.2.8: Ballot measures
- Policy 3.4.1: Operating Subsidy Allocation
- Policy 3.4.2: Transportation System Management (TSM) Capital Allocation
- Policy 3.4.3/F-1: OR/OE Ratios
- Policy 3.4.4: Multi-Year Financial Planning
- Policy 3.4.5/F-3: Financial Partnerships
- Policy F-2: Grants
- Policy F-4: Financial Management

Existing financial and management strategies would become policies and moved to the policy section of the document.

2.2.4 Be A Responsible Regional Partner

Policy 3.1.4:	Regional Transit Project
Policy 3.2.7:	Locally-Developed Transit Services
Policy 3.3.1:	Planning
Policy 3.3.2:	Role of the Public in Planning
Policy 3.3.3:	Role of Local Jurisdictions in Planning
Policy 3.3.4:	Implementation

2.2.5 Provide Excellent Value to Customers

Policy 3.2.3:	Service Quality
Policy M-1:	Monitoring Plan Progress
Policy M-2:	Customer Satisfaction
Policy M-3:	Service Performance Evaluation

3 Strategic Plan for Public Transportation

Section 3.1: Planning Context

Population, Employment and Demographic Trends
Projected Changes in the Transit Operating Environment
Transit System and Ridership Trends
Local, Regional and State Policies Affecting Transit
Emerging Issues

The planning context section will be expanded to include more detailed data, and to identify implications of trends on public transportation.

Section 3.2: Ten-year Implementation Strategies

Strategies from the strategic plan are included in this section. Financial and monitoring strategies have been relocated to the policies section. Service, capital and implementation strategies are here, but they have been sorted by goal, similarly to policies in the previous section. Service strategies that describe the services we offer and markets we serve are included under the mobility and access goal.

3.2.1 Expand Mobility and Access

Mobility and Access Objectives
Metro Transit Service Concept
Metro Transit Role in the Public Transportation System
Types and Hierarchy of Metro Services and the Markets They Serve

Mobility and Access Strategies

- Strategy S-3: Core Service Connections
- Strategy S-5: Bus Rapid Transit
- Strategy S-6: Expand Transit Access in Rapidly Developing Areas
- Strategy S-7: Community Mobility
- Strategy S-8: Specialized Transportation Services
- Strategy S-11: Student Mobility
- Strategy S-12: Special Events
- Strategy S-13: Activity Center Mobility
- Strategy S-14: Vanpooling and Ridesharing Services
- Strategy C-4: Park-and-Ride Services and Facilities

3.2.2 Promote Healthy Communities

Public Transportation and the Environment

Public Transportation and Health

Metro Transit Role(s) in Promoting Healthy Communities

Healthy Communities Strategies

- Strategy C-8: Transit-Oriented Development
- Strategy S-4: Transit Improvements and Land Use

3.2.3 Be A Good Steward of Public Resources

Monitoring and Managing Performance

Stewardship Strategies

- Strategy C-1: Maintain, Replace and Upgrade Facilities, Equipment and Systems
- Strategy C-5: Replacement and Expansion of the Transit Fleet
- Strategy C-6: Operating Base Expansion
- Strategy C-7: Terminals & Layover
- Strategy IM-1: Priorities for New Service: Transit Now
- Strategy IM-2: Service Implementation Phasing
- Strategy IM-3: Service Resource Subarea Allocation
- Strategy S-1: Service Consolidation

3.2.4 Be A Responsible Regional Partner

Integrated Transit Services

Coordinating Local and Regional Plans

Metro's Role in Transit Capital Development

Partnership Strategies

- Strategy IM-4: Subarea and Community-Based Planning Process
- Strategy S-10: Regional System Coordination
- Strategy S-9: Service Partnership Programs

3.2.5 Provide Excellent Value to Customers

The Customer Perspective

Customer Value Strategies

- Strategy C-2: Passenger Facilities
- Strategy C-3: Speed, Reliability and Safety
- Strategy S-2: Adjust Schedules to Maintain Reliable Service (Service Design)

Section 3.3: Service and Capital Development Program Summary

This new section would provide a description of the total program resulting from the incremental changes described in the previous sections, including the financial plan, resource requirements and other information that could be useful to users.

Projected Revenues and Cost Trends

Service Mix

Distribution of Projected Resources and Service Benefits

Projected Ridership and Performance Targets

Priorities and Phasing of New Services and Facilities